

ORGANIZATIONAL EXCELLENCE GOAL

“Advance the Department's ability to manage for results and achieve the goals of the President's Management Agenda”

OUTCOMES

1. Achieved strategic management of human capital goals
2. Achieved competitive sourcing goals
3. Achieved financial performance goals
4. Achieved budget and performance integration goals
5. Achieved E-government goals

STRATEGIES

We cannot achieve our strategic goals without vision, leadership and a culture of teamwork, collaboration and continuous improvement. We shall be leaders in pursuing best practices and achieving results that benefit taxpayers and the Nation. Our central management strategy for achieving organizational improvement will be delivering the results described in this Strategic Plan and full implementation of the President's Management Agenda (PMA).

To make DOT the most desirable place to work in the Federal Government and the internationally recognized focal point for transportation core competencies, we must face and address a number of challenges in the years ahead. Most critically, we must attract the best, the brightest and the most diverse workforce and inspire a new generation of innovators in transportation. Each of us has the responsibility to help DOT become the employer of choice not only within the transportation sector but also within the Federal Government.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for Organizational Excellence and to execute the strategies presented below. The schedule for executing our organizational strategies extends from fiscal 2006 through fiscal 2011.

LEADERSHIP STRATEGIES

1. Exert leadership throughout the Department by setting clear strategic goals; being accountable for achieving results; and maintaining a strong customer focus. (Supports all outcomes)
2. Identify critical customer and partner satisfaction issues and develop specific actions to address these issues. (Supports all outcomes)
3. Continuously assess and improve the leadership competencies of DOT leaders at all levels to maximize program effectiveness. (Supports all outcomes)
4. Coordinate, prioritize and manage the Department's research portfolio and expedite implementation of cross-cutting innovative technologies through the Department's RD&T Planning Council. (Supports all outcomes)
5. Consistently apply the President's R&D Investment Criteria—relevance, quality, and performance – to all DOT-sponsored and in-house research. (Supports all outcomes)
6. Avoid undue delay in rulemaking proceedings by establishing Department-wide priorities and schedules, coordinating rulemaking actions, providing rulemaking process training, and adopting best practices. (Supports all outcomes)
7. Build a work environment free from discrimination by identifying and enforcing equal employment and diversity performance standards at the management level and enforcing disciplinary measure towards any employee that violates equal employment opportunity laws. (Supports all outcomes)
8. Develop and execute plans to improve the protection of DOT people, facilities, information, and equipment from intentional harm and to perform the essential functions of the Department even when key facilities are temporarily unavailable or unusable due to natural disasters or intentional harm. (Supports all outcomes)

HUMAN CAPITAL AND WORKFORCE DIVERSITY STRATEGIES

9. Ensure that all human capital decisions support DOT's mission and strategic goals while empowering individual workers to realize their full potential. (Supports outcome 1)
10. Conduct workforce planning to identify both mission and workforce trends, assess mission-critical core competencies, and implement plans to close gaps through vigorous learning and knowledge management approaches, targeted recruitment, and succession planning. (Supports outcome 1)
11. Implement the workforce development plan that has been established under the Department's Management Directive 715 Program that will result in a workforce of highly qualified individuals from diverse race/national origin/gender groups and individuals with disabilities. (Supports all outcomes)
12. Identify and utilize cost-effective opportunities for career development and share best practices; conduct employee satisfaction surveys; analyze employee satisfaction issues, and target specific strategies to address these issues. (Supports outcome 1)

13. Sustain a learning environment that drives continuous improvement in performance through knowledge management, training evaluation, coaching and mentoring. (Supports outcome 1)
14. Involve internal program staff, industry and other external sources in continuous systematic identification of core competencies and target levels to keep recruitment and development activities aligned to mission needs. (Supports outcome 1)
15. Implement diversity outreach and management approaches that create and sustain an inclusive and representative workforce in all occupations and at all grade levels. (Supports outcome 1)
16. Improve quality, timeliness and availability of workforce information provided DOT leaders. (Supports outcomes 1 and 5)
17. Increase awareness and use of Alternative Dispute Resolution (ADR) to resolve conflicts by providing training on the benefits of such programs, creating incentives for the use of ADR by impacted parties, and requiring its use, where possible and appropriate.

COMPETITIVE SOURCING STRATEGIES

18. Achieve organizational and economic efficiencies by competing commercial functions between public and private entities. (Supports outcome 2)
19. Find the best business solutions to accomplish the Department's mission through world-class acquisition and grants business processes. (Supports outcomes 2, 4, and 5)

FINANCIAL, BUDGET AND PERFORMANCE INTEGRATION STRATEGIES

20. Foster a results-oriented workforce through performance management and awards systems that link individual/team/unit performance to organizational goals and results through meaningful measures, and that make appropriate distinctions on the basis of contribution. (Supports outcomes 1 and 4)
21. Provide accurate and timely financial information that links resources to results to program managers for their use in improving performance and accountability. (Supports outcomes 3 and 4)
22. Work closely with partner organizations to measure and improve program delivery capability at state and National levels, with a particular focus on improving program risk assessment, fiscal constraint, and financial stewardship and oversight.

INFORMATION TECHNOLOGY STRATEGIES

23. Mature, institutionalize and operationalize Enterprise Architecture Processes throughout the Department to improve operational efficiency, information sharing and utilization of information resources. (Supports all outcomes)

24. Implement E-government initiatives and lines of business such as Business Gateway, Grants.gov, Geospatial One-Stop, E-Rulemaking, and the financial management line of business. (Supports outcome 5)
25. Demonstrate how IT contributes to program productivity. (Supports all outcomes)
26. Integrate E-government concepts in mission performance through training, knowledge sharing and publicizing best practices. (Supports all outcomes)
27. Undertake a rigorous analysis of the contribution of IT to each strategic goal to identify opportunities to support mission performance. (Supports all outcomes)
28. Leverage the Federal and Departmental Enterprise Architecture to improve the Department's services to citizens. (Supports outcome 5)
29. Expand the use of IT to enable faster, simpler and more efficient ways for citizens, states, local governments, industry and other stakeholders to transact business with DOT. (Supports all outcomes)

PRIVACY OF PERSONALLY IDENTIFIABLE INFORMATION (PII) STRATEGIES

30. Review technical, administrative and physical security safeguards for systems that contain PII on an annual basis. (Supports all outcomes)
31. Develop remediation plans to mitigate risks determined during annual safeguards review. (Supports all outcomes)
32. Increase user awareness of responsibilities for protecting the Department's PII data assets. (Supports all outcomes)
33. Work closely with other agencies to share ideas and resources for managing and protecting PII and incorporate government best practices. (Supports all outcomes)
34. Increase the prominence of the Privacy Officer role at the Operating Administration (OA) level to allow those responsible for privacy to incorporate best practices into their OA business practices. (Supports all outcomes)

PERFORMANCE MEASURES

Table 6 depicts the relationship between our Organizational Excellence outcomes and the performance measures that will measure our progress toward that goal.

TABLE 6. ORGANIZATIONAL EXCELLENCE OUTCOMES AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES
1. Achieved strategic management of human capital goals	Performance will be based upon PMA Scorecard Standards for Success
2. Achieved competitive sourcing goals	
3. Achieved financial performance goals	Percent of major Federally funded transportation infrastructure projects with less than 2% annual growth in the project completion milestone as reported in the finance plan (target is 90% in 2011).
4. Achieved budget and performance integration goals	
5. Achieved E-government goals	Percent of finance plan cost estimates for major Federally funded transportation infrastructure projects with less than 2% annual growth (target is 90% in 2011).